



PROFESSIONAL MANAGEMENT DEVELOPMENT

**for Managers, Supervisors
and those aspiring to be.**

**The Professional Management
Development (PMD) Program**
is a comprehensive human
resource program emphasizing
how CDSS:

- **Advances** the skills of the
current management team;
- **Develops** new managers and
supervisors;
- **Invests** in our staff;
- **Plans** for the future; and
- **Promotes** ongoing growth and
development of all staff.



**If you
want more
information,
contact:**

California Department of
Social Services (CDSS)
Professional Management
Development (PMD)
744 P Street M.S. 15-73
Sacramento, CA 95814
www.dss.cahwnet.gov

(916) 657-2016



STATE OF CALIFORNIA
Gray Davis, Governor

HEALTH AND HUMAN SERVICES AGENCY
Grantland Johnson, Secretary
DEPARTMENT OF SOCIAL SERVICES
Rita Saenz, Director

PUB 374 (6/01)



PROFESSIONAL MANAGEMENT DEVELOPMENT



CDSS
CALIFORNIA
DEPARTMENT OF
SOCIAL SERVICES

**for
Managers,
Supervisors
and those
aspiring to be.**

Program Objectives

What does the program provide?

- A common and known set of management expectations and approach, including skills, knowledge, and abilities critical for success in CDSS;
- A collaborative and highly interactive performance evaluation process measuring the expectations against performance;
- A professional training and development environment that supports personal and professional growth consistent with performance expectations; and
- A lasting program that is part of the department's culture and priorities.

What's in it for you?

As a CDSS employee, you have an opportunity to work for an organization that cares about, listens to and invests in its staff; there are:

- Opportunities for **career development**;
- **Resources** to assist you with self-development;
- Opportunities to improve your **competitiveness for promotion**; and
- **Supportive work environments** provided by a well-developed leadership team.

WHAT IS THE PROFESSIONAL MANAGEMENT DEVELOPMENT PROGRAM?



"Professional Management Development (PMD) is the vehicle to nurture and support our managers and supervisors. Most importantly: It focuses us on the growth and development of our staff."

-- Rita Saenz, CDSS Director

Competencies

What are Competencies?

They are the **skills, knowledge and abilities necessary for success** as a manager or supervisor in CDSS.

The competencies fall into three skill areas:

Conceptual Skills are the ability to understand the organization as a whole; to understand the relationships of its various functions and understand how each part is critical to success of the entire organization.

Human Skills are primarily about working with people, communicating skillfully, working effectively as a group member and building cooperation with a team.

Technical Skills involve specialized knowledge, analytical ability and skill in the use of the required tools or techniques, methods, processes or procedures.

Managers use all three skills, but the importance varies with the level of management responsibility. At the:

First-level emphasis is on human and technical;

Mid-level effectiveness depends largely on human and conceptual skills; and

Upper-level focus is on conceptual skills.

Performance Appraisal

What's so unique about Performance Appraisals?

CDSS believes that performance appraisals aren't something that "happens" to an employee. They are **a collaboration, a partnership** between the employee and the supervisor. To be meaningful, performance appraisals must emphasize ongoing specific written and verbal feedback. They focus on **ongoing growth and development** for all staff.

"Real motivation comes from within. People have to be given the freedom to succeed or fail."

-- **Gordon Forward**, CEO,
Chaparral Steel

Instilling

How do we make the program last?

Through gradual and persistent efforts the PMD Program simply becomes an integral part of each manager's and supervisor's job. PMD is part of our daily culture: how we do business. We use already existing human resource processes (recruitment, selection, training and development, evaluation, promotion and transition) and incorporate the competencies into them!

We've made Professional Management Development a strategic priority for the department and its executive leadership!

"You can and you should shape your own future. Because if you don't somebody else surely will."

-- **Joel Barker**, Paradigms



Continuous Learning

What is it?

Our Continuous Learning Program (CLP) is an *ongoing investment in CDSS' most vital resource: our people!*

CDSS values its staff and has made a commitment to their development. Our Continuous Learning Program is an investment to prepare highly effective leaders to meet the Department's mission now and in the future.

The program creates a structure and resources to actively support and promote ongoing individual development of managers and supervisors and those who aspire to become managers and supervisors. CLP includes:

- Skill programs and workshops;
- Resources: CD-ROM's, books, videos, etc.; and
- Structured learning and self-study.

"Continuous learning drives everyone to find a better way, everyday. It's not an expense, it's an investment in continuous renewal."

-- **Jack Welch, CEO,**
General Electric



Learning Resources

What tools are available for development?

New resources, programs and reference materials are an essential element of self-improvement and continuous learning:

- Annual budget to stock cutting edge CD-ROM's, books, videos, professional journals, etc.
- Internal development of new skills training programs such as a Mid-level

Managers Training Academy and "So, You want to be a Supervisor?!! Training Program"

- References such as the "Manager's Toolbox," a manager's survival kit, loaded with key data: strategic plans, departmental policies and procedures; the must-know information to navigate administratively as a supervisor or manager.